

MAKING REFORM AND CAPACITY DEVELOPMENT HAPPEN

Learning Network on Capacity Development (LenCD)

Lawrencia Adams, Network Coordinator

EFFECTIVE INSTITUTIONS PLATFORM MEETING
27 -28 FEBRUARY 2013, JOHANNESBURG

POST-BUSAN COMMITMENTS

The Busan Partnership agreement foresees that the Global Partnership will offer “an open platform that embraces diversity, providing a forum for the exchange of knowledge and the regular review of progress”.

The Learning Network for Capacity Development

- Established in 2004
- Informal network supporting the emerging global community of practice around capacity development by promoting exchange of knowledge, experience and approaches among development practitioners.
- Members include: UNDP, GIZ, WBI, DDC (Suisse), JICA, the EC, the Capacity Development Alliance, Impact Alliance, the African Capacity Building Foundation, NEPAD and the OECD/DAC and others.

LenCD strategy

- **Practice:** promoting concrete practice change on the ground
- **Evidence:** distilling and disseminating lessons
- **Policy:** bringing relevant knowledge back to inform policy decisions on capacity development
- **Coordination** to build synergies and make collective action happen

POST-BUSAN COMMITMENTS

Concretely the Global Partnership will focus on the following core functions:

- Maintain and strengthen political momentum for more effective development co-operation;
- Ensure accountability for implementing Busan commitments;
- Facilitate knowledge exchange and sharing of lessons learned; and
- Support implementation of Busan commitments at the country level.

POST-BUSAN COMMITMENTS

Efforts will be made to monitor the implementation of commitments going beyond those made in the Busan agreement (for example, additional commitments or efforts made through voluntary initiatives such as the Busan “building blocks”)

LenCD and the Effective Institutions Agenda

To support partners fulfil the commitments made in Busan under the Effective Institutions Building Block, LenCD will create and maintain a 'virtual space' and create face-to-face opportunities where practitioners can interact and exchange experiences on how to catalyse and support reform processes at the country level.

LenCD and the Effective Institutions Agenda

The LenCD initiative will cover the so-called ‘*soft*’ elements of the change process, which stand in between the technical and political side of reforms. These soft elements of the change process are, for instance, coalition building, assessing change readiness, change management, measuring capacity development results

Objective of the LenCD initiative

Strengthening the community of practitioners working on capacity development, and at connecting it to existing, more specialised communities that have committed to the New Consensus on Effective Institutions

Objective of the LenCD initiative

LenCD will focus on three specific aspects of the change process:

- 1) change management
- 2) coalition building
- 3) measuring capacity development results

CHANGE MANAGEMENT

Institutional change processes that are successful are those where these capabilities are available and appropriately applied to ensure that the intended change is brought about and the intended outcomes achieved

COALITION BUILDING

Managing change effectively means that some of these interests have to be accepted, others negotiated, and others again have to be put aside. For all of these situations, coalitions need to be formed.

MEASURING DEVELOPMENT RESULTS

The results frameworks that are widely adopted in development practice are most often founded on 'hard' results. Results such as number of schools built, water wells dug, roads constructed, and others alike, are easier to measure and can be achieved in a relatively short time and. However, such results frameworks have usually proven to be unsuitable to capture results deriving from longer and more complex processes of capacity development, such as nurturing inclusive ownership, accountability and change in organizational performance.

LenCD's role

- Go-between/voice/channel with regards to CD for network members who are represented in the EIP and other platforms like the RA. Grass-roots voice of organizations and institutions involved in reform; intersecting with different activities.
- Identify member countries and partners and invite them to support new learning
- Helping communication in both directions
- Promote South-South cooperation

Actions taken so far on Effective Institutions

- Commissioned papers on managing for capacity results and published case stories on reform leading up to Cairo and Busan meetings
- Development of an e-learning course on Capacity Development which captures learning on managing for development results
- Online moderated discussion on LenCD web site to open discussion on three areas of work (open now for participation at www.lencd.org – please join in!)
- Meeting of partners supporting the Effective Institutions agenda, to discuss how LenCD can best provide support to the EI agenda, complementing initiatives brought forward by other partners and specialised communities of practice

LenCD Proposed Actions

- Support the Global Partnership help desk by providing advice and contacts on capacity development
- Integrating learning into organizational capacity development: supporting network members in testing change, documenting experiences in community, drawing out lessons and developing specific guidance i.e. “closing the learning loop”
- Engaging with other platforms as well as other processes by being advocates/ambassadors for the integration of capacity development
- Organize learning sessions on CD within the framework of other platforms/processes